



Departmental Quarterly Performance Report

Department Name: Solid Waste Management

Reporting Period: FY 2004 1st Quarter

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Key Initiative A.

Improve the quality and efficiency of customer service; automate and link customer service

Strategic Goal NU 5: Enact programs to beautify and improve urban and residential areas

Outcome NU 5-1: Neighborhood and rights of way aesthetics that foster and enhance quality of life

Task/Activities/Program:

Maximize (within budget) overall customer satisfaction for all DSWM services

Performance Measure: Percentage of Customers Satisfied (Very & Somewhat)

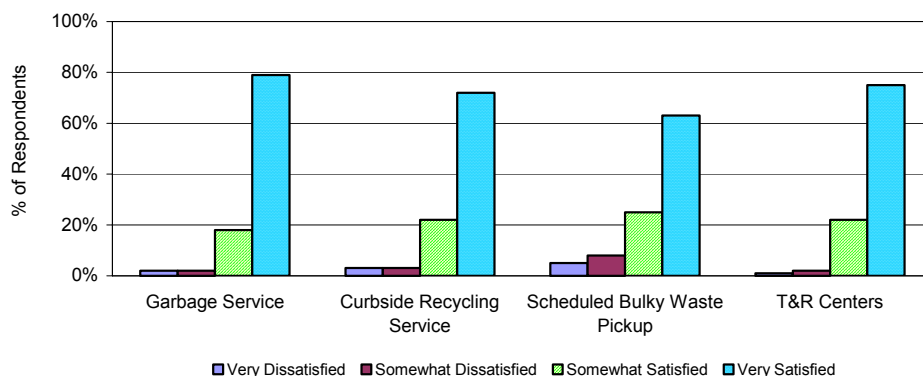
Garbage Service - 97%

Curbside Recycling - 94%

Scheduled Bulky Waste - 98%

Trash & Recycling - 97%

CUSTOMER SATISFACTION LEVELS FOR DSWM SERVICES



Customer Survey conducted May 2002

Status:

The data from this graph indicates overall customer satisfaction of 94%

☒ Strategic Plan
☒ Business Plan
☐ Budgeted Priorities
☒ Customer Service
☐ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other _____
(Describe)

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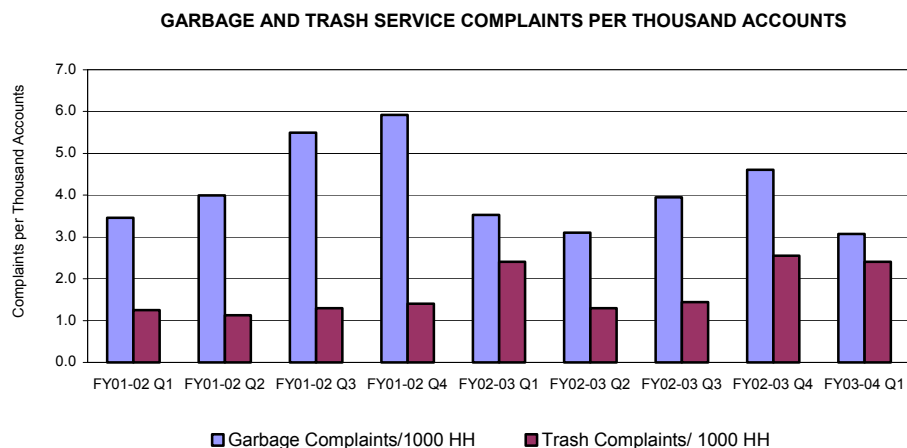
Department Name: Solid Waste Management

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Tasks/Activities/Program

Reduce Garbage and Trash service complaints

Additional Performance Measure: Service complaints per thousand accounts



Status: (FY 04 – 1st Quarter)

Garbage Complaints – 3.07

Trash Complaints – 2.41

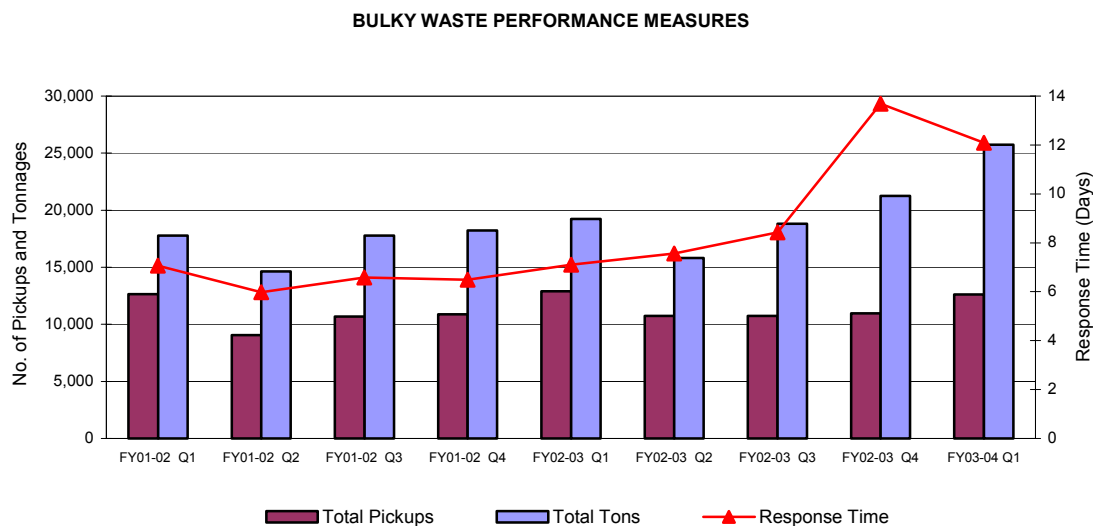
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☐ Other
 (Describe)

Task/Activities/Program:

Reduce bulky waste response time to three day bench mark

Additional Performance Measure:

Response time pickup days



Status: (FY04 - 1st Quarter)

Response Time – 12.1 Days

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 (Describe)

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Key Initiative B.

Provide integrated solid waste services and facilities that promote operational efficiency

Disposal

Task/Activities/Program:

Evaluate, test, implement and monitor disposal technologies found to be economical via industry evaluation and standards

Performance Measure:

Reduce disposal operating costs through use of fines as cover at North Dade Landfill

Status: (FY04 – 1st Quarter)

Landfilled 61,847 tons of waste. Fines were used for cover and crushed rock was used only for the construction and repair of access roads. Five thousand two hundred (5,200) tons of fines were used to cover the waste reflecting a usage of 8% and a saving of \$38,000.

Collections

Strategic Goal NU 5: Enact programs to beautify and improve urban and residential areas

Outcome NU 5-1: Neighborhood and rights of way aesthetics that foster and enhance quality of life

Task/Activities/Program:

Establish, implement and maintain productivity enhancement actions to lower unit cost from current levels in Collections

Performance Measure:

Implementation rate for automated (one arm) collection technology including unit cost per route comparison

Status:

A revised pilot began on March 17, 2003 in the Biscayne Gardens area where approximately 900 households are currently being serviced. It has been expanded to include an additional 2,700 households in North Miami-Dade County for a total of 3,600 households. In June 2003, the pilot expanded to the Brownsville area of North Miami Dade County bringing the total number of homes being serviced to 7,200. DSWM was to begin a four year phase-in program in the beginning of FY 02-03 with fifty-seven automated routes; however, due to procurement delays, the phase-in has been delayed until the fourth quarter of FY 03-04. In the first quarter of FY03-04, the pilot was expanded back to South Miami Dade County in the areas of West Perrine and Richmond Heights where approximately 4,000 households are being serviced. The pilot program is currently servicing approximately 11,200 households.

☐ Strategic Plan
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 (Describe)

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Key Initiative C.

Provide solid waste service and facilities that promote and enhance public health, sanitation and the environment

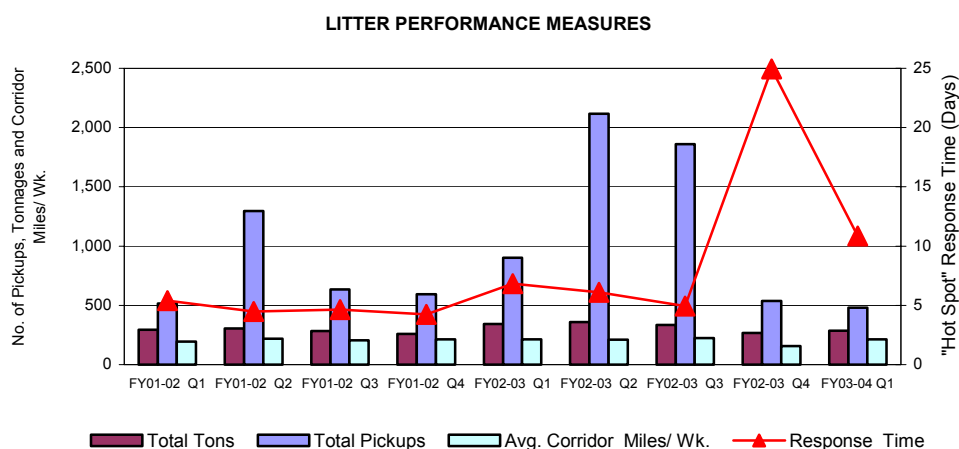
Task/Activities/Program:

Meet litter collection demands at current generation rates and enhance program to clean right of way corridors

Performance Measure:

Number of hotspots serviced, response time pick up days, average corridor miles serviced

☐ Strategic Plan
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 (Describe)



Status: (FY04 - 1st Quarter)

Hot Spots (pickups) - 481

Response Time - 10.9 Days

Average Corridor Miles/Week - 212

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Strategic Goal NU 3: Promote responsible stewardship of natural resources and unique community environments

Outcome NU 3-1: Continuing supplies of quality drinking water to meet demands

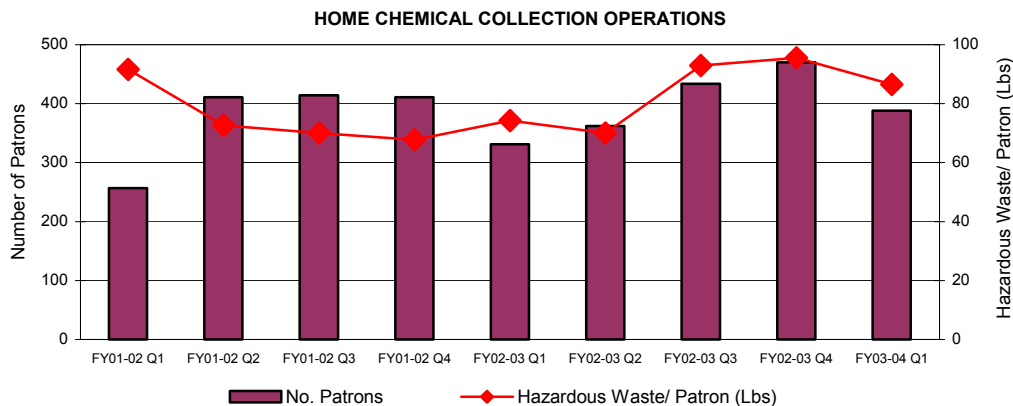
Task/Activities/Program:

Implement and maintain programs to minimize the generation of household hazardous waste and assure safe convenient disposal

Performance Measure:

Number of patrons served (should increase over time) and number of pounds of hazardous waste collected per year per patron (should decline over time)

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 (Describe)



Status: (FY 04 - 1st Quarter)

No. of patrons - 388

Hazardous Waste/Patron - 86.5

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Key Initiative D.

Provide residential code enforcement that complies with Chapter 15 requirements within the DWSM service area

Strategic Goal NU 4: Promote responsible stewardship of natural resources and unique community environments

Outcome NU 4-1: Residents and businesses voluntary compliance with County codes

Task/Activities/Program:

Attach officer's business card with each warning notice of violation requesting a call; provide "Services At A Glance" brochures with each warning notice of violation; business litter walks; shopping center waste service checks

Performance Measures:

Number of business litter walks and shopping center service checks

Status:

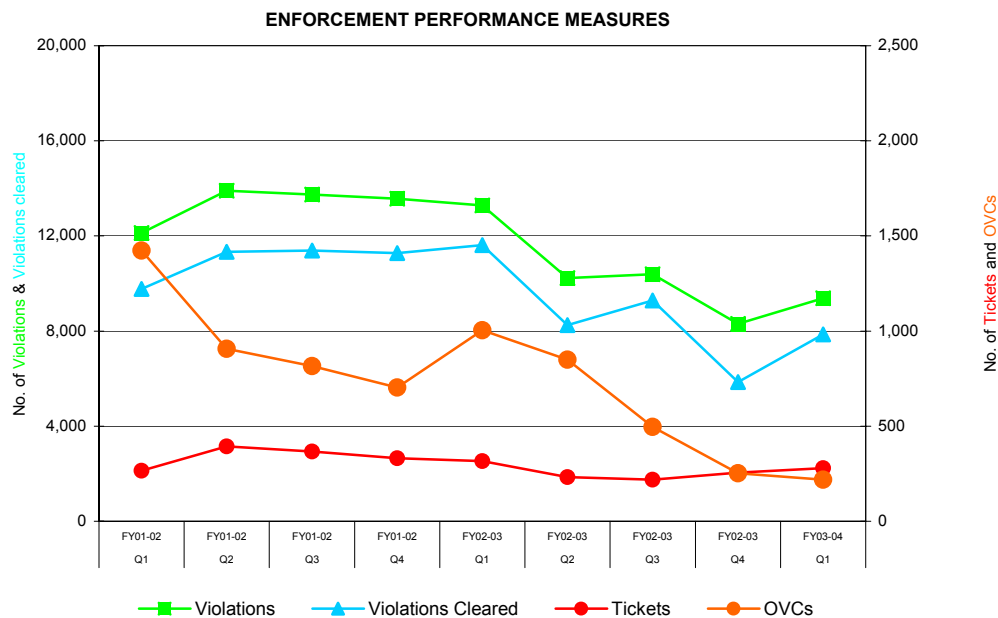
Number of business litter walks – 4/year per officer

Shopping service checks – 4/year per officer

Additional Performance Measures:

Number of violations, violations cleared, tickets, OVC's

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 (Describe)



Status: (FY04 – 1st Quarter)

Violations – 9,384

Violations Cleared – 7,859

Tickets – 280

OVCs – 219

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Key Initiative E.

Information Technology

Goal NU 2: Empower the community by increasing communication and coordination with local, state and federal entities

Outcome NU 2-1: Improve community access to information and services

Tasks/Activities/Programs:

Annual program of information technology improvements

Performance Measures:

Percentage of projects completed as planned

Status:

- Roster Automation Phase II
 - Provide for automated roster which enables and migrates manual time and attendance system to an automated function; tracks unit labor and equipment costs for management reporting;
 - Start Date: August 2002; End Date: August 2004; 30% Complete
 - Impacts: Efficiency in management reporting; lower unit cost in administration operations
- Scalehouse Control System
 - Replace existing scalehouse control system with an integrated weighing, billing and reporting package
 - Start Date: April 2001; End Date: June 2004; 50% Complete
 - Impacts: Replaces dated system made up of four separate software components, no longer supported by original manufacturers; will increase the efficiency of disposal billing and collection; provide for more accurate reporting of tonnage and reduce overall system error; security component included
- Vax Applications Mitigation
 - Migrate systems off the DEC VAX platform to the IBM RISC6000 Oracle Platform
 - Start Date: June 2001; End Date: June 2004; 90% Complete
 - Impacts: Eliminates old IT development technology; will facilitate IT hiring pool; will improve applications development process and staff productivity and will eliminate approximately \$330,000 in maintenance costs

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Efficiency Initiatives

- FY 2000-01 Process Improvement Team (PIT) recommendations have been reviewed and selected recommendations are being implemented:
 - Employee initiated route size increase (ECC #225)
 Update: The Labor Union has rescheduled a meeting with the Garbage Division for the second quarter of FY 03-04 to discuss this issue.
 - Enforcement wireless (ECC #785)
 Update: Project pending receipt by ITD of new card technology to be adopted by the county. Estimated implementation April 2004.
 - Pilot program for automated garbage collection (ECC # 402)
 Update: (See Page 4)
 - Transition automated collections pilot to programmed routes (ECC #854)
 Update: In FY 03-04, DSWM started program with six automated loaders, four in North Miami Dade and two in South Miami Dade. In December 2003, approximately 4,000 additional households began receiving service.

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Budgeted Service Improvements

Solid Waste Collections

- Landscaper program reconfiguration
Status: As of November 30, 2003, 1,139 landscaper permits (one per company) have been issued, amounting to \$377,000 in permit fee revenue to the DSWM. In addition, \$192,000 in Trash and Recycling Center (TRC) coupons have been sold and disposal fees from the program have amounted to \$373,000. Total revenue since inception amounts to \$942,000.
- SWM Strategic Plan for Collections
Status: Plan update to be initiated in FY 03-04.

Solid Waste Disposal

- Debt Reissuance Evaluation
Status: Evaluation underway for FY04-05 budget process

Service Improvements Adopted in Budget:	FY 2003-04 First Quarter Status
Landscaper program reconfiguration	As of November 30, 2003, 1,139 landscaper permits (one per company) have been issued, amounting to \$377,000 in permit revenue to the DSWM. In addition, \$192,000 in Trash and Recycling Center (TRC) coupons have been sold and disposal fees from the program have amounted to \$373,000. Total revenue since inception amounts to \$942,000.
Complete the Resources Recovery additional retrofit project	The project was reprogrammed in the FY 2002-03 Capital Plan with a new projected completion during FY 2002-03 for Carbon Monoxide and life-safety improvements. Wide range in construction bids received required further evaluation, resulting in the new projected completion in FY 2003-04.
Complete planning and design of Cell 19 at Resources Recovery	Planning and design completed in the First Quarter FY2002-03. Construction to start in fourth quarter of FY 02-03. Construction on "HOLD" due to budgetary constraints. Project in procurement phase. Construction to start in Second Quarter of FY 03-04.
Begin extension of the active gas extraction system to the East Cell at the North Dade Landfill	The project is ongoing with an anticipated Fourth Quarter FY 2006-07 completion date as the East Cell is filled.
Complete capital equipment replacement for the Northeast Transfer Station and Central Transfer Station Compactors.	Project on planning phase for design, and services during construction. CDM Inc. will design the Central Transfer Station - Compactor Replacement. A design proposal from CDM was received last week (June, 2003). ADA Engineering will design the Northeast Transfer Station -Compactor Replacement. ADA is working on the design proposal. ADA proposal received in August, 2003. Both proposals waiting for EDP approval. Both proposals were approved by EDP in December, 2003. Design phase to start in First Quarter of FY 03-04.

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Install radios in garbage collection vehicles to improve efficiency through crew accountability by increasing communication with supervisors and safety officers	Collection vehicle radios have been installed in the original fleet inventory as of the end of the First Quarter FY 2002-03. Newly purchased vehicles need radio installations, reducing the total completed to approximately 85 percent. The new vehicle radio installation is scheduled for the Second Quarter FY 2002-03. Radio installation in new vehicles are being done as they arrive.
Implement a pilot project on one route in the solid waste service area using an automated collection vehicle to reduce crew size from three to one	Pilot suspended due to operational problems at the end of the First Quarter FY 2002-03. New pilot began on March 17, 2003 in Biscayne's Garden area and expanded to the Brownsville's area where approximately 7,200 households are currently being serviced. In the first quarter of FY03-04, the pilot expanded back to South Miami Dade County, West Perrine and Richmond Heights, where 4,000 homes are being serviced. There are a total of six automated routes servicing approximately 11,200 households in the North Dade area.
Complete Phase 2 of the North Dade Trash and Recycling Center new guardhouse construction	Design of North Dade New CBS Guardhouse to start in first quarter of FY 03-04. Design starting date deferred to FY 04-05 due to unavailability of funds.
Complete planning and site acquisition of a west Miami-Dade Trash and Recycling (T&R) site and development of Krome Avenue T&R center	West T&R deferred to FY 2004-05 in order to assess impacts of expanded Sunset Kendall T&R on service in west Miami-Dade; Krome deferred to FY 2003-04 due to continued site location/access problems.
Complete improvements to the truck washing facilities at Sunset Kendall (3B Facility) and Northeast Transfer Station (3A facility)	Truckwash facility at 3B- Design completed by ADA Engineering. Plans at Buiding Department for review and approval. Truck Wask facility at 3A - Project awarded to Leadex Corp. in March 2003. Construction completion expected in Fourth Quarter FY 2002-03 (construction 20% completed). Construction delayed (30% completed). Construction 60% completed. Construction delay due to the equipment manufacturer. Completion is anticipated in the Second Quarter of FY 03-04.
Completion of the South Miami-Dade Landfill Groundwater Trench Repair	Construction initiated in the First Quarter of FY 2002-03 and is approximately 95% completed. Construction 100% completed. Final inspection from Building Department pending. Completion is anticipated in the Second Quarter of FY 2003-04.
Completion of the North Miami Dade Leachate Pretreatment Plant	This project is 100% completed (constuction phase). Initial Compliance testing completed. Operation & Maintenance (O&M) being performed.
Site Improvements to the Northeast Miami-Dade Regional Transfer facility	Roof Canopy at the tipping floor component of project is 100% (construction) completed. A Certificate of Occupancy (C.O.) was issued on June 23, 2003. Site Improvements (drainage) in design phase (80% completed) with Westhorp and Associates. Design phase 100% completed by Westhorp & Associates. Project is at DERM for review and approval.
Installation of third crane at the West Dade Regional Transfer Station	Construction initiated in FY 2001-02. The Bid package was completed, and released(by GSA) to potential vendors in June, 2003. Completion is estimated to be in the Third Quarter of FY 2003-04. Bid Opening was conducted on 08/20/03 . Awaiting DPM (Department of Procurement Management) supervisor approval. Project approved by Procurement, and awarded to Crane Equipment Corp in First Quater of FY 03-04. Deliver and installation to be completed by the Fourth Quater of FY 03-04.
North Miami-Dade Landfill Groundwater Remediation	Project initiated in the First Quarter of FY 2002-03. Completion is scheduled for FY 2005-06.
MLK Building	County only an equity participant plus funding for FFE; project is joint development with private sector.
Phase 2 of the North Miami-Dade Landfill Gas Extraction	DERM 01 contract awarded to ATC. Construction continues with landfill operations and is expected to be completed by 2014.
Interim cover of Resources Recovery 17/18	Closure to be completed 4th quarter FY 2003-04. Cover is under the supervision of Landfills Chief.
Closure of South Dade Cell 3	Brown and Caldwell completed the Bid package and the permit for this project. This job was postponed for one year. Project is expected to start in third quarter of FY 03-04.

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Improvement of various T&R centers	All construction at initial seven TRCs (Miami Gardens, Golden Glades, Snapper Creek, Eureka, West Little River, Moody and West Perrine) is 100% completed. Palm Springs North (PSN) TRC Project added at later date. New PSN access road completed. New CBS Guardhouse in design phase (70% completed). New wall construction (at old entrance) 100% completed. Final inspection was issued on 9/05/03, and the Certificate of Completion was issued on 9/09/03. Design phase of new guardhouse at Palm Spring was 100% completed by Westhorp & Associates on First Quarter of FY 03-04. Design at Building Department for review and approval.
Security Guardhouse Project at South Miami Heights and Richmond Trash and Recycling Centers.	South Miami Heights and Richmond Heights project were awarded to LEADDEX Corporation on May 20, 2002. New Security Guardhouse at South Miami Heights - construction 100% completed. Pending approval from WSAD for utility service. Certificate of Occupancy (C.O.) pending. New Security Guardhouse at Richmond Heights - construction 100% completed. A Certificate of Occupancy (C.O.) received on March 3, 2003.

Personnel Summary

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	1,023	1,069	1,020	33						

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Assistant Director, Disposal (Acting), Assistant Director, Administration (Acting), Chief, Service Development (Vacant), and Chief, Information Services (Acting), Chief, Transfer Division (Acting)

C. Turnover Issues

Consistent turnover in operations due to promotional opportunities and attrition

D. Skill/Hiring Issues

N/A

E. Part-time, Temporary and Seasonal Personnel
(Including the number of temporaries long-term with the Department)

Waste Collector P/T (30) - Filled:30 Vacant :0
Waste Service Clerk 1 P/T (2) – Filled:1 Vacant:1

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Temporary (52 FTE) - 8 FTE Administrative, 44 FTE Laborers
Seasonal (N/A)

F. Other Issues

Total Overages - 50

Overages in Collections: 44 (Garbage - (38) Filled:32 Vacant:6 & Trash - (6) Filled:5 Vacant:1)

Overages in Disposal: 5 (Filled:1 Vacant:3)

Overages in Administration: 2 (Fiscal Management & Planning – 1 & Director's Office – 1)

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FINANCIAL SUMMARY

(All Dollars in Thousands)

Fund 470 – Collections (Fourth Quarter Preliminary)

	Prior Year FY 03 Actual	Total Annual Budget					\$ Variance	% of Annual Budget
			Quarter		Year to Date			
			Budget	Actual	Budget	Actual		
Revenues								
Waste Collection	\$109,915	\$126,542	\$31,636	\$38,153	\$31,636	\$38,153	\$6,518	30%
Rate Stabilization Transfer	\$4,048	\$0	\$0	\$0	\$0	\$0	\$0	
Transfer from Disposal								
Operations	\$3,384	\$0	\$0	\$0	\$0	\$0	\$0	
Carry Over	\$1,462	\$0	\$0	(\$2,450)	\$0	(\$2,450)	(\$2,450)	
Total	\$118,810	\$126,542	\$31,636	\$35,703	\$31,636	\$35,703	\$4,068	28%
Expenses								
Administration	\$9,680	\$9,771	\$2,443	\$2,611	\$2,443	\$2,611	(\$168)	27%
Garbage Collection	\$56,265	\$60,080	\$15,020	\$15,127	\$15,020	\$15,127	(\$107)	25%
Trash Collection	\$43,337	\$34,456	\$8,614	\$8,902	\$8,614	\$8,902	(\$288)	26%
UMSA Enforcement								
Litter/Illegal Dumping	\$5,922	\$5,800	\$1,450	\$1,120	\$1,450	\$1,120	\$330	19%
UMSA Recycling Operations	\$10,118	\$10,509	\$2,627	\$2,394	\$2,627	\$2,394	\$234	23%
Transfer to Capital Sub-Fund	\$1,244	\$1,870	\$468	\$390	\$468	\$390	\$78	21%
Reserves	\$0	\$4,056	\$1,014	NA	\$1,014	NA		0%
Total	\$126,567	\$126,542	\$31,636	\$30,543	\$31,636	\$30,543	\$1,092	24%

Equity in Pooled Cashed

Fund/Subfund	Prior Year FY 03	Projected At Year End As of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	(\$7,758)	Financial Statements Prepared at end of Second Quarter			
Rater Stabilization Transfer	\$0				
Prior Year Correction for Capital	\$0				
Transfer from Fund 490	\$0				
Balance Sheet Changes	\$5,308				
Total	(\$2,450)				

COMMENTS:

Revenue:

Carryover

1) Reflects preliminary FY03 DSWM Financial Statements pending final auditor review and adjustments.

Note: First Quarter Report reflects adjusted financial data from FAMIS report dated 01/03/04.

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(All Dollars in Thousands)

Fund 490 – Disposal (First Quarter)

	FY 03 Actual	Annual Budget	Quarter		Year to Date		\$ Variance	Annual Budget
			Budget	Actual	Budget	Actual		
Revenues								
Disposal Operations	\$144,251	\$136,745	\$34,186	\$28,304	\$34,186	\$28,304	(\$5,882)	21%
Carry Over	\$59,062	\$50,049	\$12,512	\$47,843	\$12,512	\$47,843	\$35,331	96%
Total	\$203,313	\$186,794	\$46,699	\$76,147	\$46,699	\$76,147	\$29,449	41%
Expenses								
Administration	\$20,138	\$11,567	\$2,892	\$1,817	\$2,892	\$1,817	\$1,075	16%
Compliance Dev. & CW								
Recycling	\$4,082	\$4,889	\$1,222	\$1,049	\$1,222	\$1,049	\$173	21%
Disposal Facilities								
Operations	\$96,620	\$102,688	\$25,672	\$20,737	\$25,672	\$20,737	\$4,935	20%
Transfer Operations	\$16,838	\$18,228	\$4,557	\$4,913	\$4,557	\$4,913	(\$356)	27%
Transfer to Capital Sub-Fund	\$1,687	\$9,027	\$2,257	\$564	\$2,257	\$564	\$1,693	6%
Reserves	\$0	\$40,395	\$10,099	NA	\$10,099	NA		
Total	\$139,365	\$186,794	\$46,699	\$29,080	\$46,699	\$29,080	\$17,618	16%

Equity in Pooled Cashed

Fund/Subfund	Prior Year FY 02	Projected At Year End As of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	\$63,948	Financial			
Prior Year Correction for Capital	\$0	Statements Prepared			
Transfer from Fund 470	\$0	at end of			
Balance Sheet Changes	(\$16,105)	Second Quarter			
Total	\$47,843				

Comments:

Revenue:

Carryover

1) Reflects preliminary FY03 DSWM Financial Statements pending final auditor review and adjustments.

Expense:

Transfer to Capital Sub-Fund 2) Timing of capital projects and project reprogramming.

Note: First Quarter Report reflects adjusted financial data from FAMIS report dated 01/03/04.

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

Major Departmental Issues

Current

- Potential cash deficit in Collections fund at the end of the year
- Implementation of Collections efficiencies to include automated routes and more cost efficient bulky operations

Long-term

- Development and implementation of strategy to maintain high standard of service and good relations with newly incorporated areas to preserve combined system
- Begin to develop options for structural reform in both funds including a targeted debt service coverage policy and reserve fund policy
- Development and implementation of a strategy to ensure retention of existing long term disposal agreements with (older) municipalities for a minimum of an additional ten years
- Long term closure response related to Homestead, Virginia Key and Munisport

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DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Signature Department Director

Date _____